

# Department of Parks and Recreation

## Presentation:

- Department Function Areas
- TEAM Performance Measures
- Commission & Department Response to Board of Selectman Priorities 2006

# I. Department Functions

There are six major function/division areas within the Parks & Recreation Dept. The department budget is set up in this format.

- ADMINISTRATION – Point location for all admin ops & admin personnel, payroll, bookkeeping, training, technology, press, public relations & access.
- BEACH & COURT FACILITIES – Ops relating to beaches, tennis & paddle tennis courts including seasonal personnel, privatized services, supplies & equipment.
- RECREATION FACILITIES MAINT. – Full time and seasonal maintenance personnel, equipment maintenance, fleet operations.
- ORGANIZED RECREATION & EVENTS – Part-time seasonal personnel, contracted services & equipment relating to rec. programs, printing & mailing, special events.
- GROUND, FIELDS, BUILDINGS – Contracted services relating to park maintenance, trees, repairs, pest control, utilities, rentals, maint. materials & supplies.
- CAPITAL DEVELOPMENT – Long range planning (5yr), budget development, spec & bid development, project management.





**Recreation Facilities**  
**Maint.** (tractor  
 replacement 2006)

**Organized Rec.,**  
**Grounds, Fields**  
 (Gallagher Field, Darien  
 Youth Soccer)

**Capital Development**  
 (PT boat ramp renovation  
 2005)

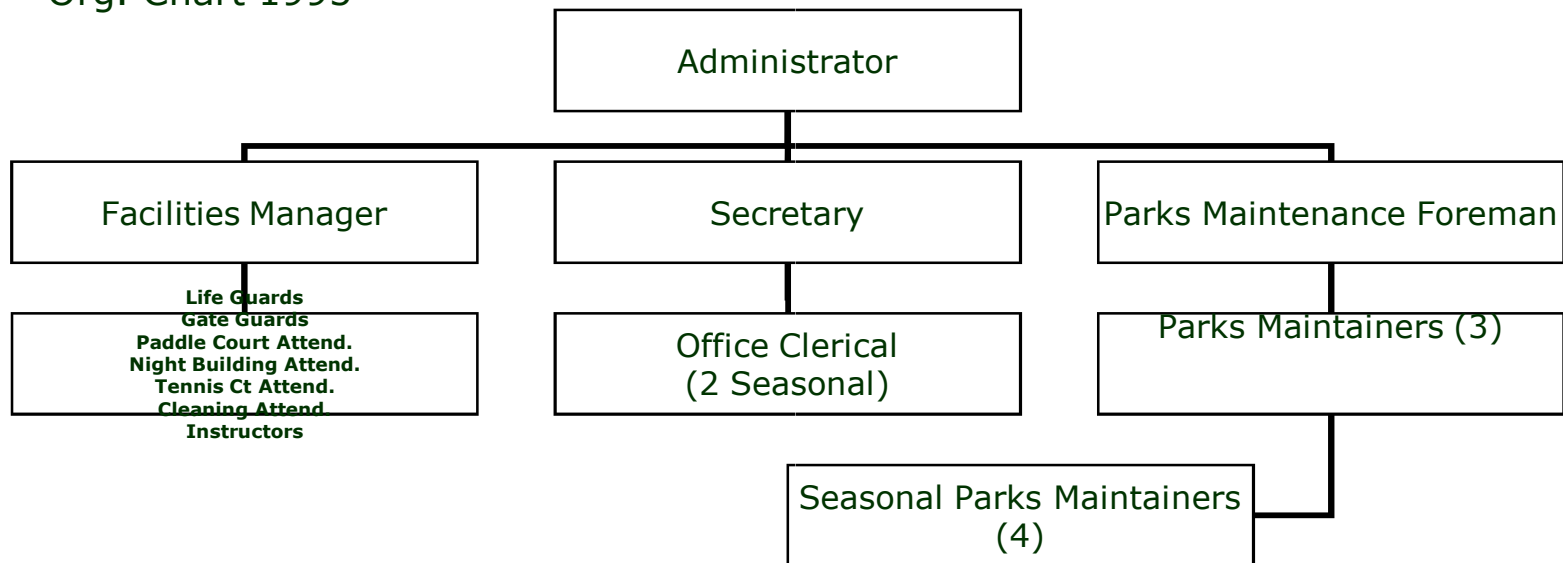


January , 2007

# Organizational Chart

Since 1995 there has been little change to the organizational chart for the department. Constant analysis has resulted in elimination of some personnel, privatization where appropriate, job share with other Town Departments (Youth Commission), re-defining existing job assignments, technological upgrades.

Org. Chart 1995

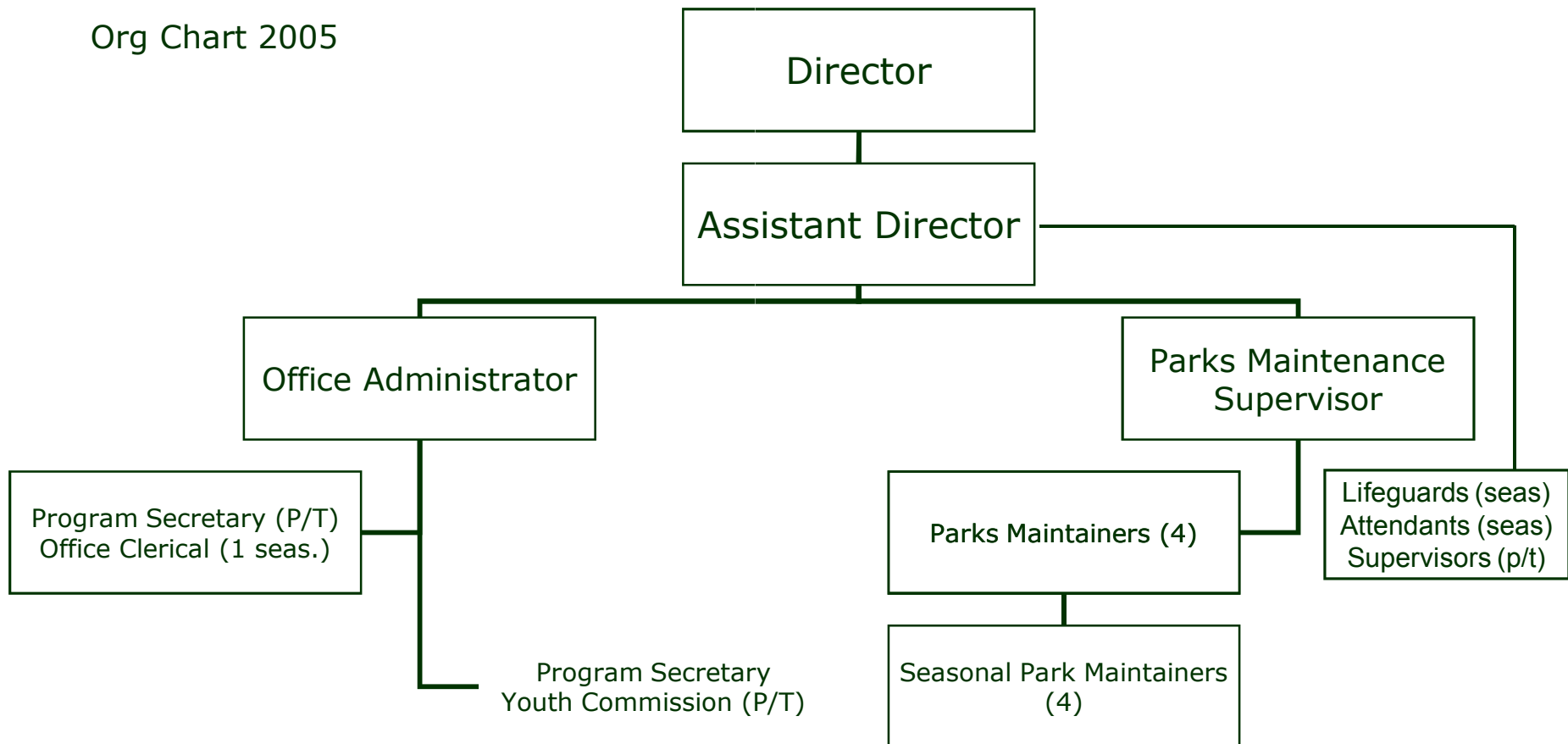




# Organizational Chart

Positions have been re-defined and shifted to better serve operations.

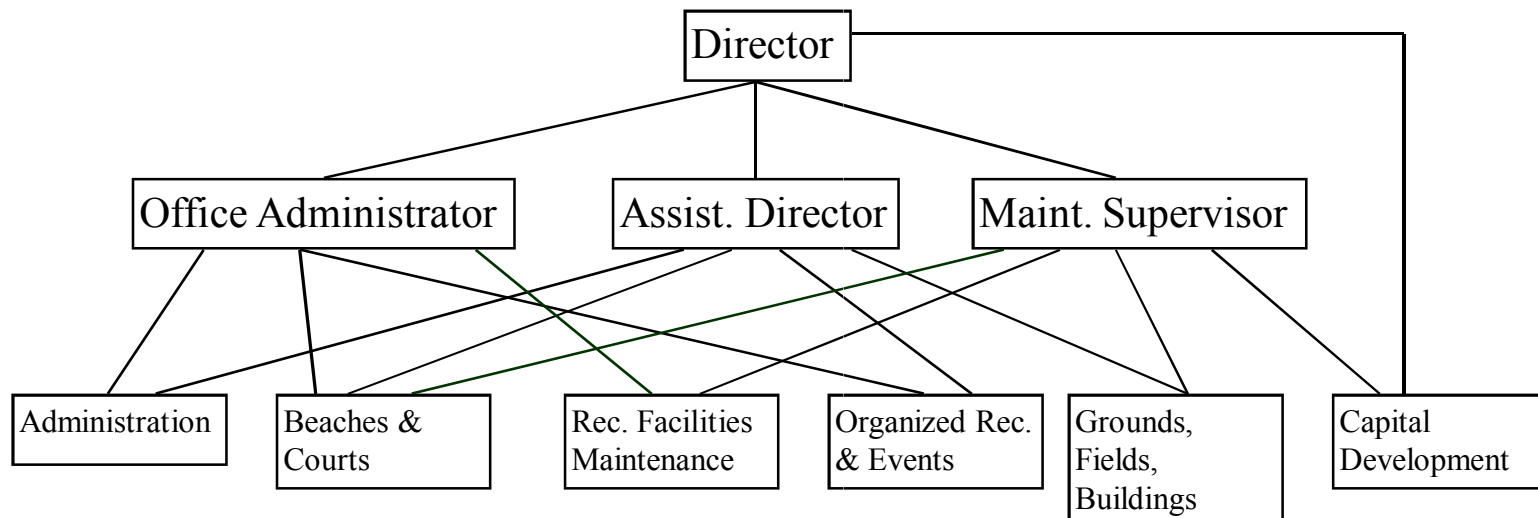
Org Chart 2005



January , 2007

# Function Area Responsibility

Personnel cross over in many divisional areas in order to deliver service to the community. No single division area functions without the assistance of skills from another area. Each area has administrative, personnel, public relations, and maintenance needs.



# Function Area Analysis

- Four of the six areas include personnel.
- Each area has been studied internally several times in the last ten years (in addition to normal budget review) to measure tasks assignments and service demands.
- Changes and improvements were recommended based on these studies.

	Administration	Beaches & Courts	Recreation Facilities Mnt.	Organized Recreation
Year of Study	<b>1995, 2000, 2005</b>	<b>1995, 1999, 2000, 2002, 2005</b>	<b>1995, 2001, 2004, 2005</b>	<b>1995, 1997, 1998, 2002, 2005</b>
Context of Study	Parks, Recreation, Open Space Plan; Re-classification; Perm. p/t job share; employee requisition report	Eliminate building attend.; privatize gate control and cleaning services; seasonal staff cuts	Parks, Recreation, Open Space Plan; Develop Park Maint. Management System; update; man hour report	Parks, Recreation, Open Space Plan; create contra fund; mail serve; web site; software; credit cards; on-line registration
January, 2007				<b>7</b>



## II. Team Performance Measures





# Team Performance Measures

For the purpose of this presentation, the use of four tools for measuring performance will be reviewed:

1. Technology
2. Program Evaluation Survey
3. Maintenance Schedule
4. Customer Concern Log



# Team Performance Measures Tools

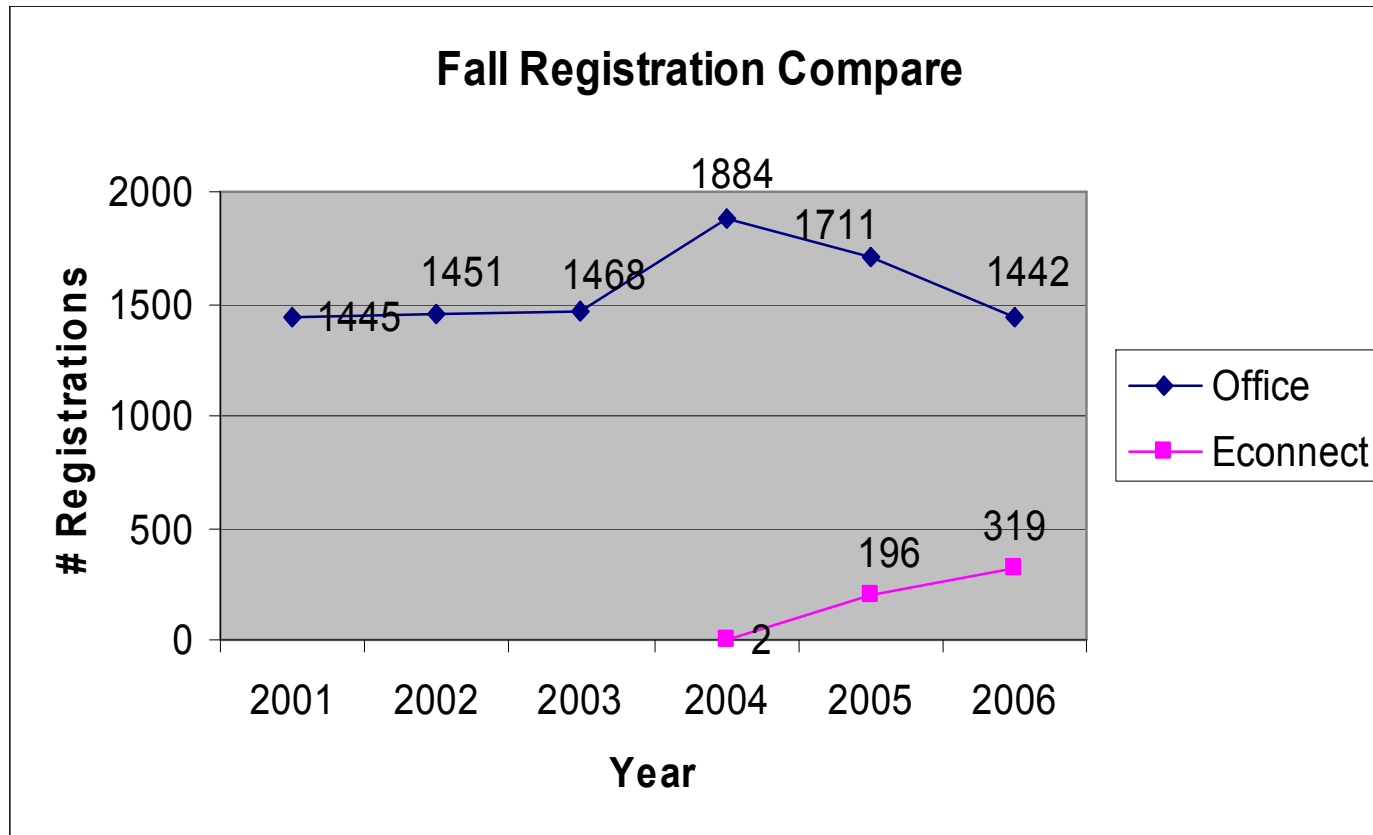
## 1. Technology.

- One of the major areas of development based previous studies is the area of computers and on-line web based service.
- The number of clients serviced has grown each season resulting in difficulty for current staffing levels to meet service demands. This has frustrated customers, and hurt our Town public service image.
- The introduction of on-line processing of registrations and permits has given our current staffing levels a chance to keep up with client service and back office duties.
- Both numbers of clients served and revenue generated within our brick & mortar confines still surpasses that of 4 to 5 years previous even with the addition of the on line services.
- In summary, a large number of Darien residents desire Parks and Recreation services, are taking advantage of what we offer. They deserve as much ease of access as we can provide.



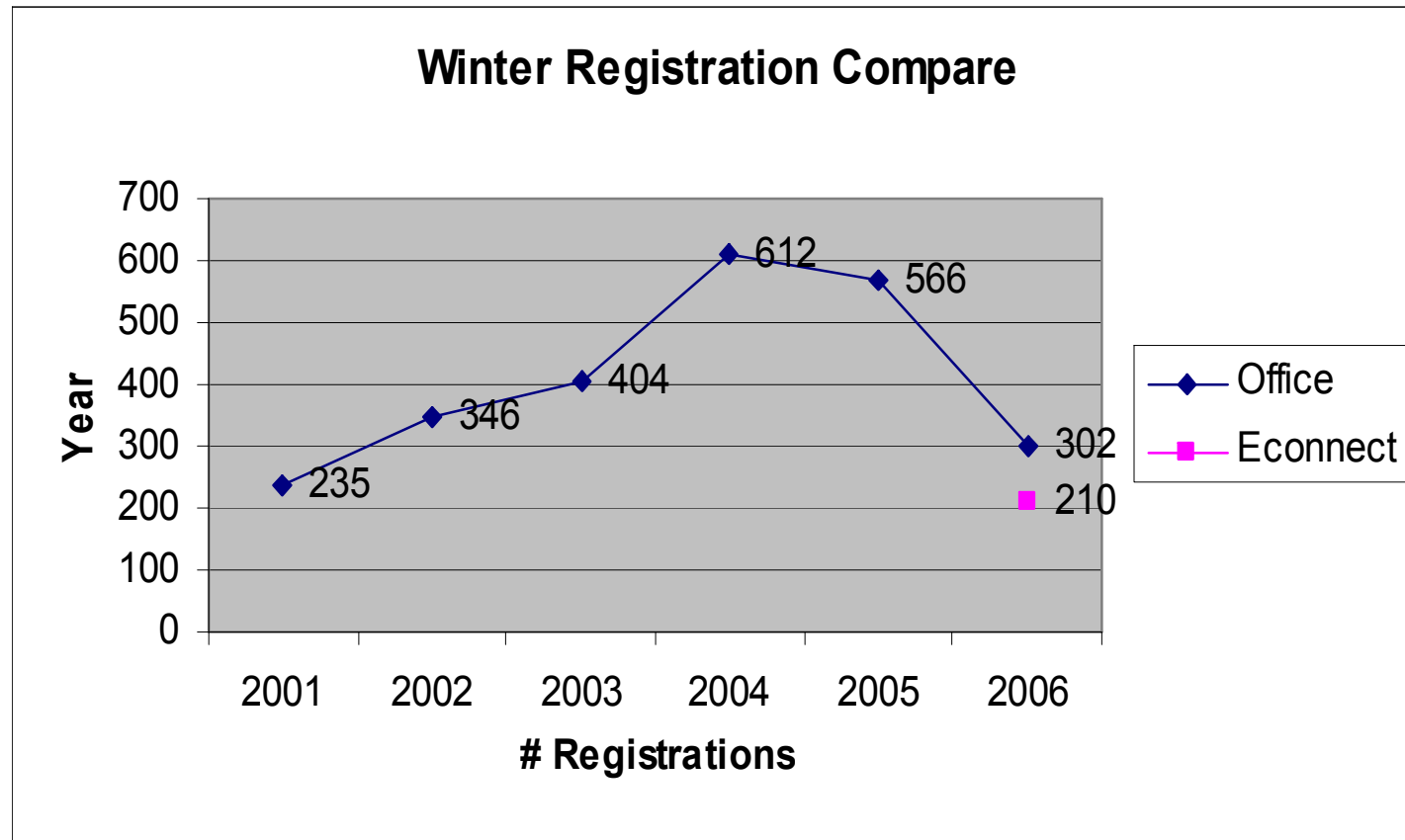
# Team Performance Measures

## Program Registrations - 1



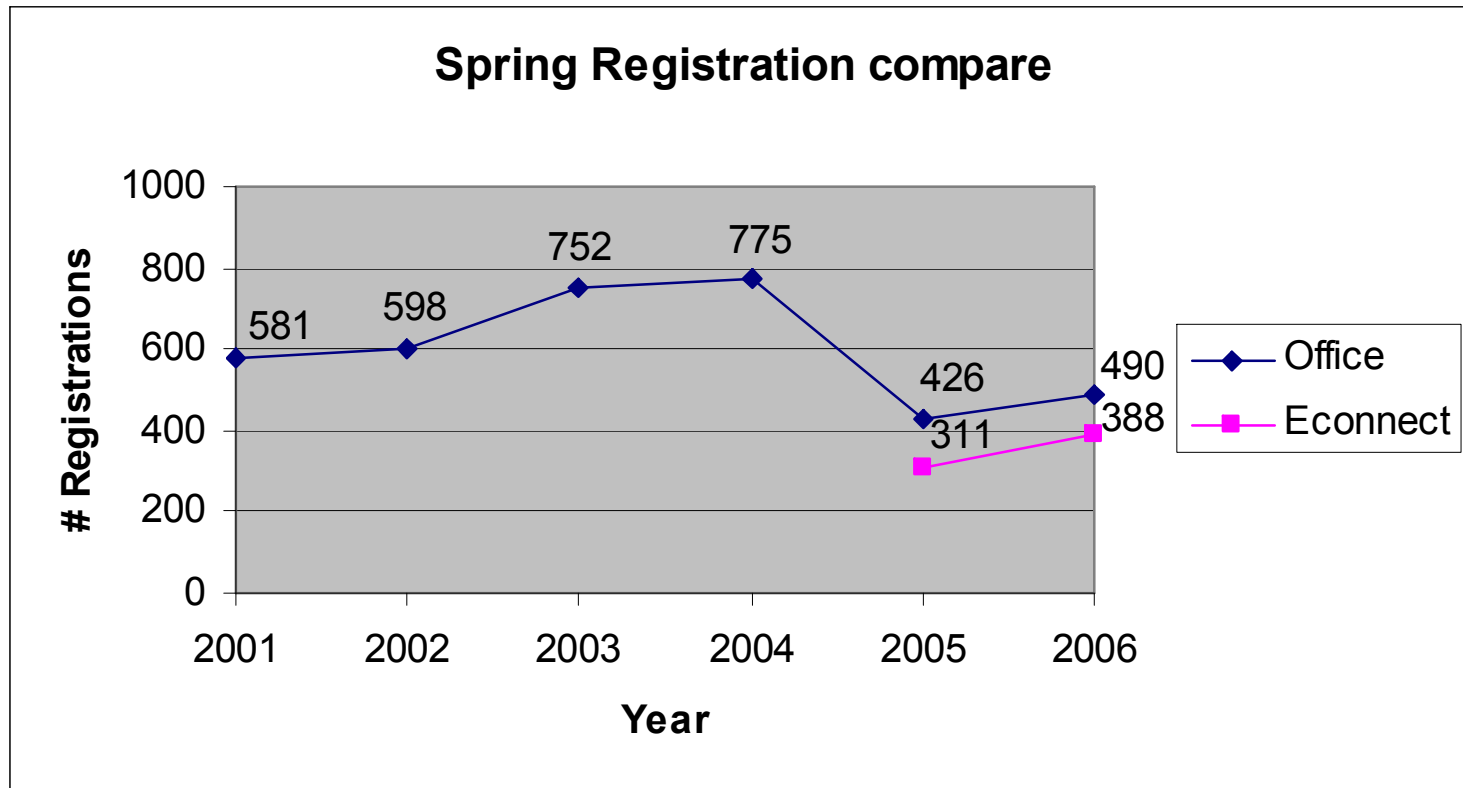
# Team Performance Measures

## Program Registrations - 2



# Team Performance Measures

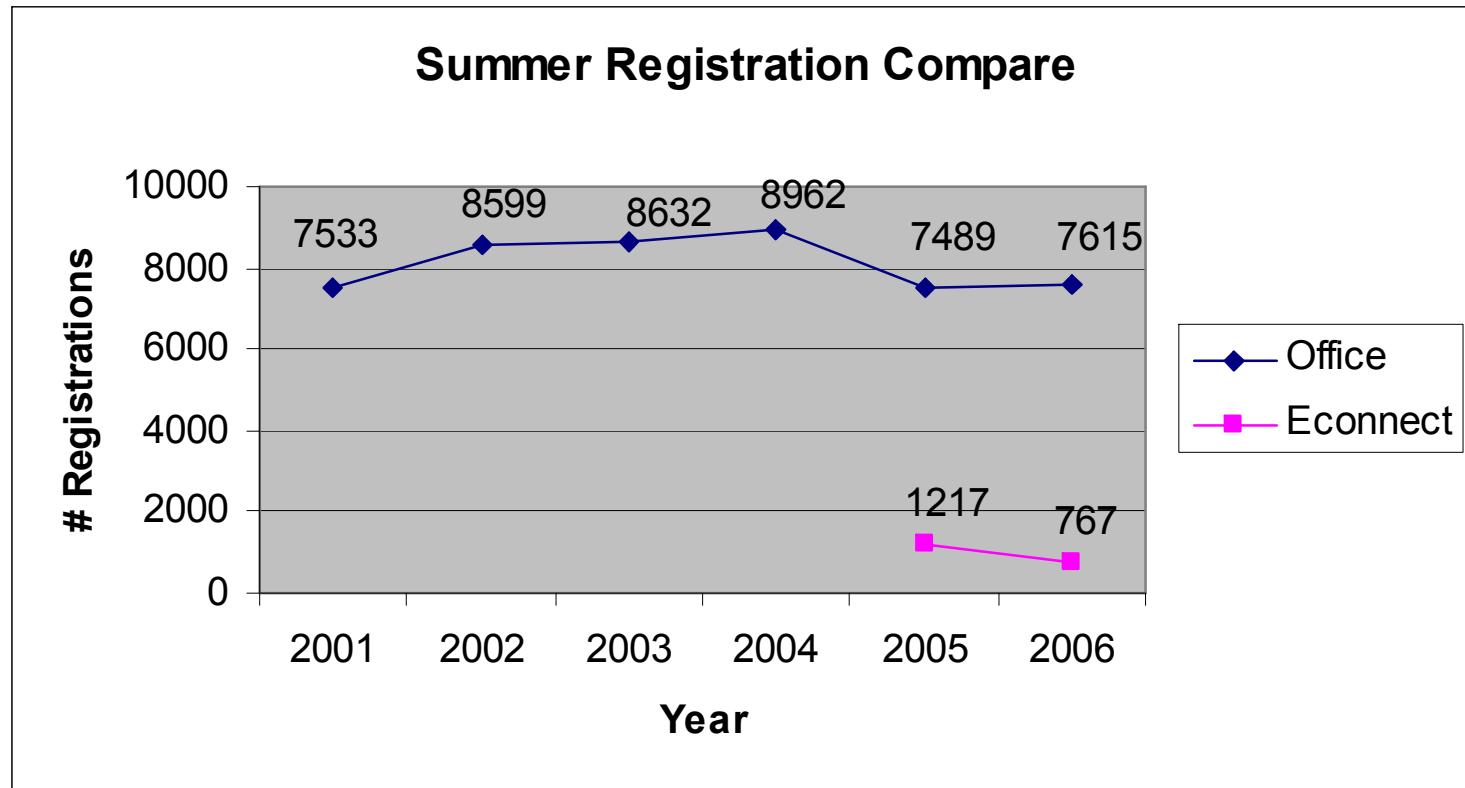
## Program Registrations - 3





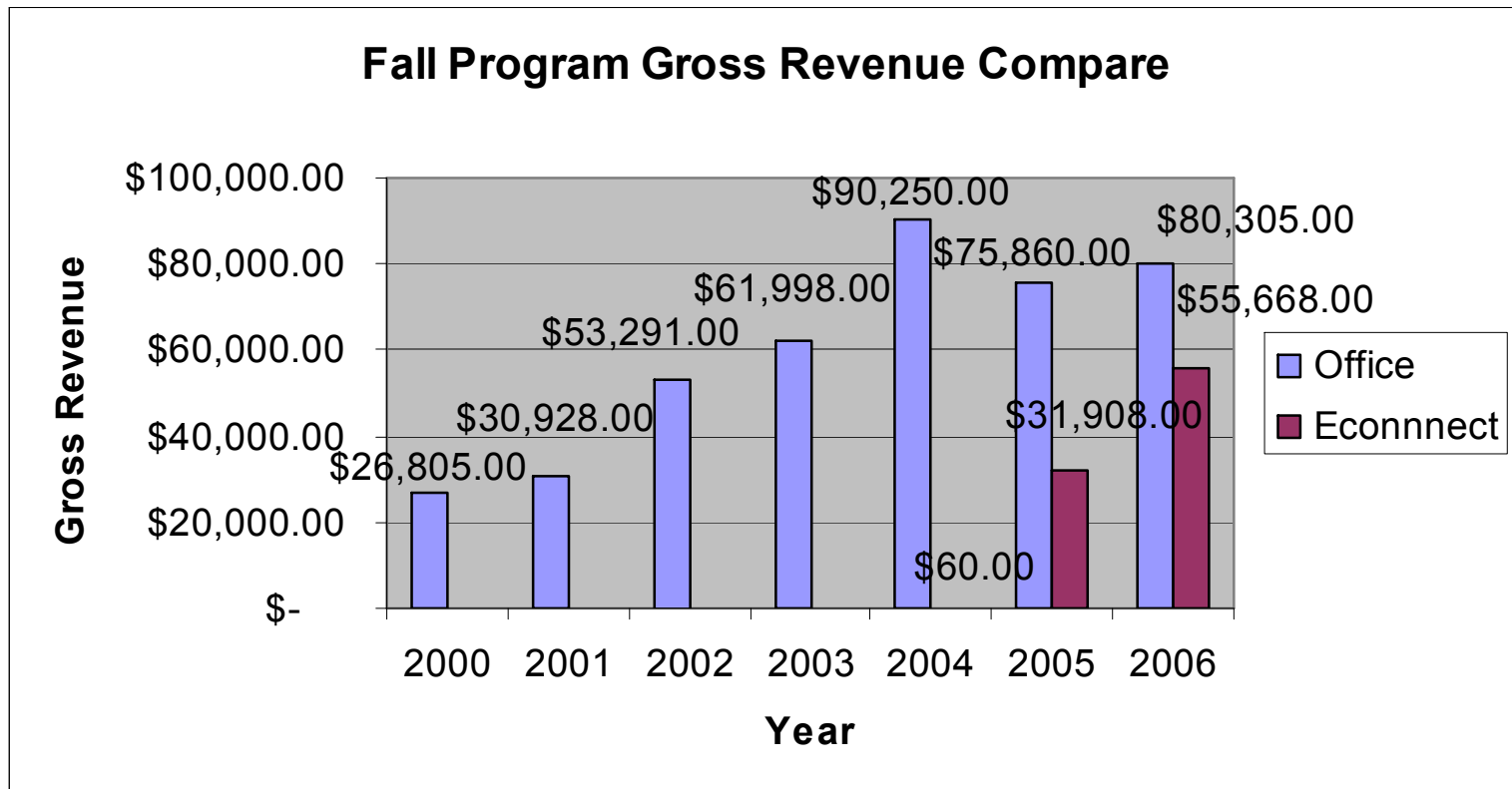
# Team Performance Measures

## Program Registrations - 4



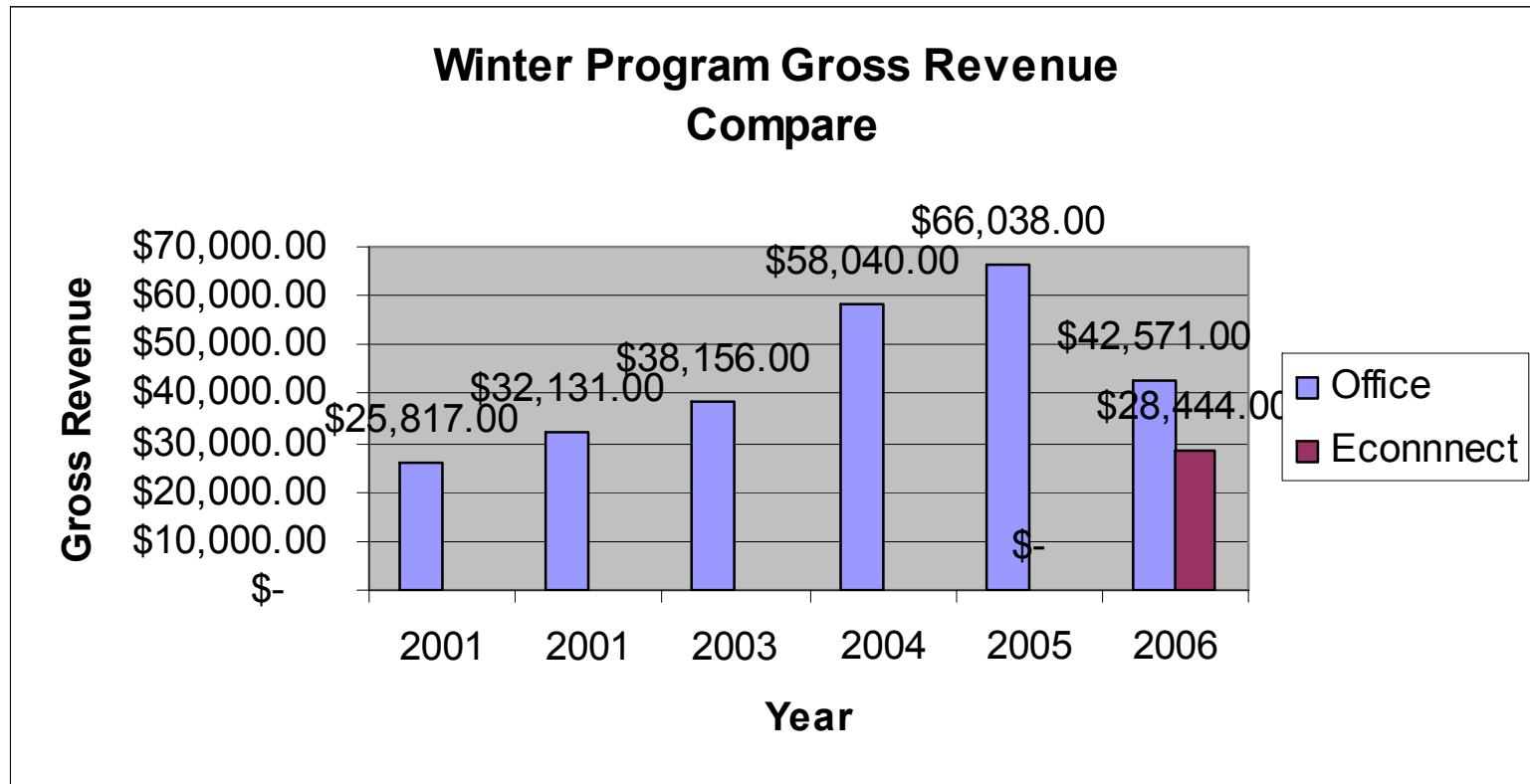
# Team Performance Measures

## Program Revenue -1



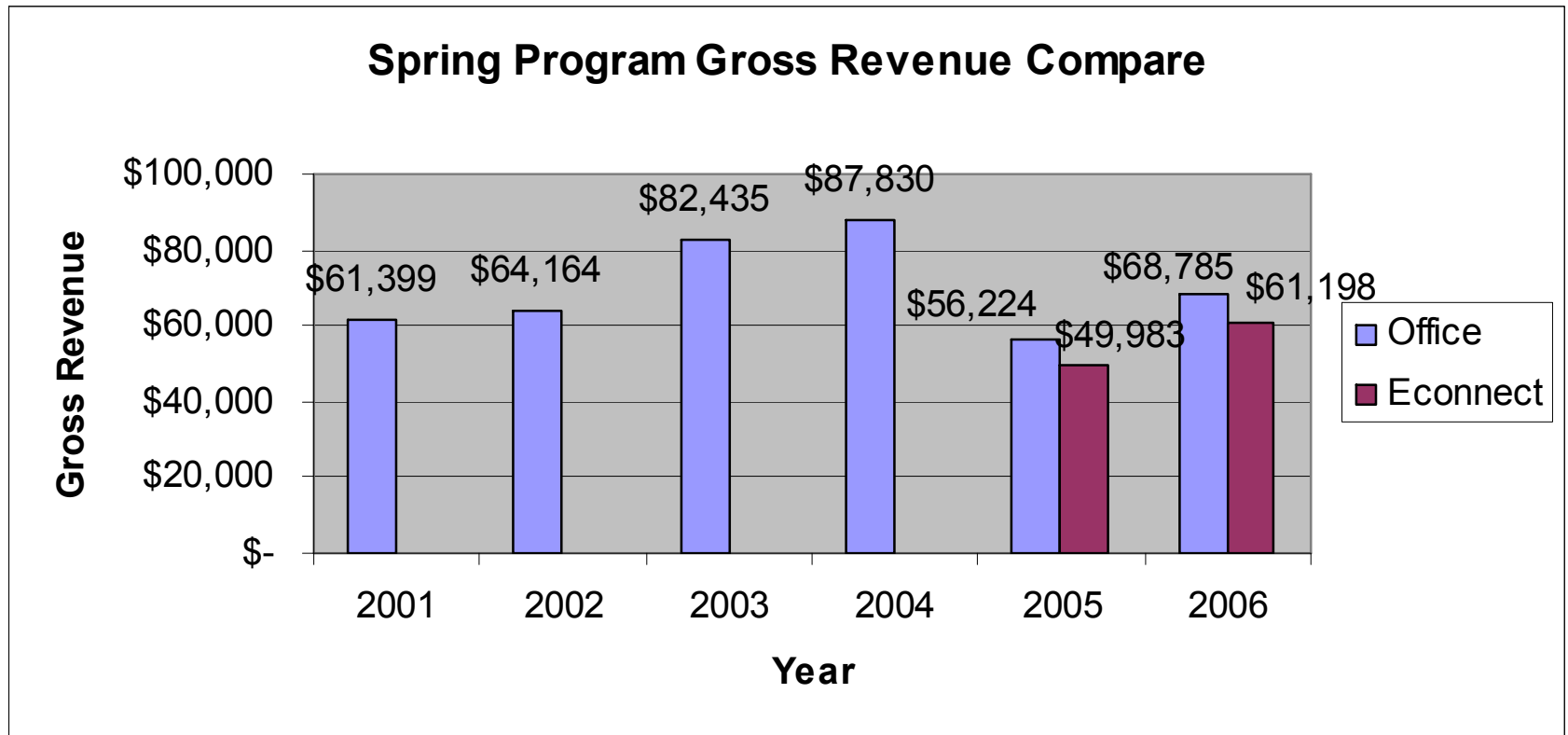
# Team Performance Measures

## Program Revenue - 2



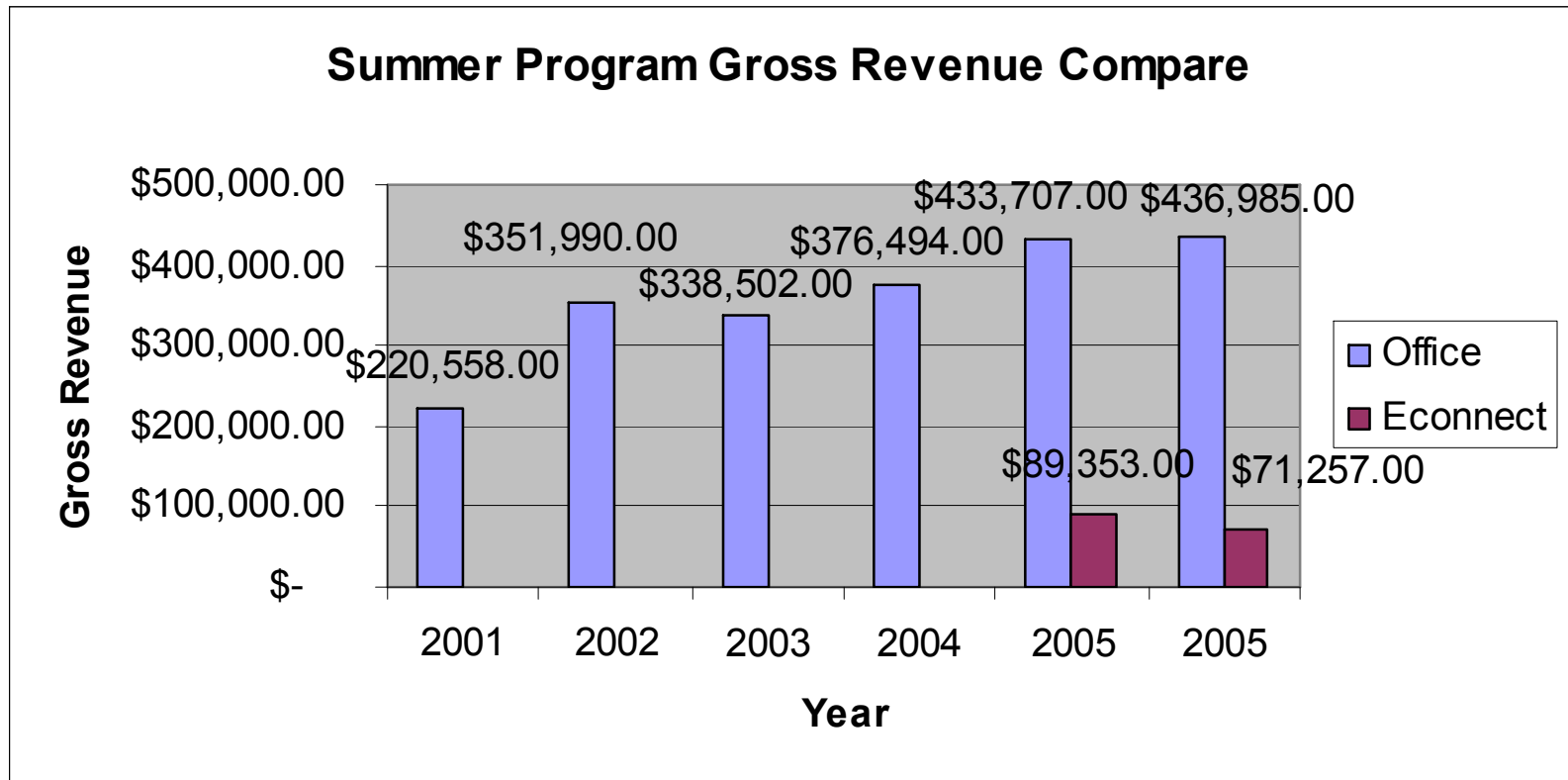
# Team Performance Measures

## Program Revenue - 3



# Team Performance Measures

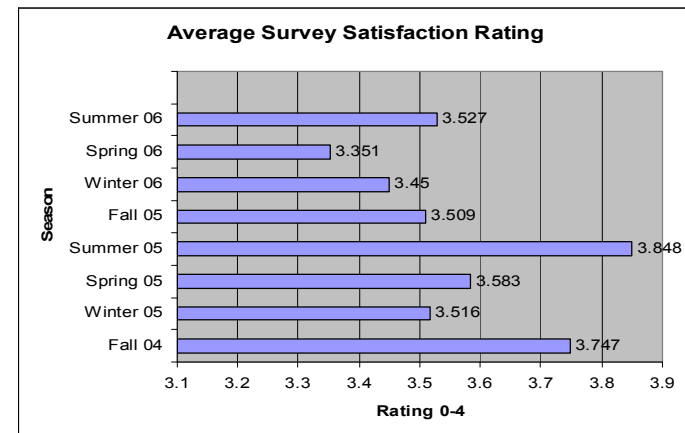
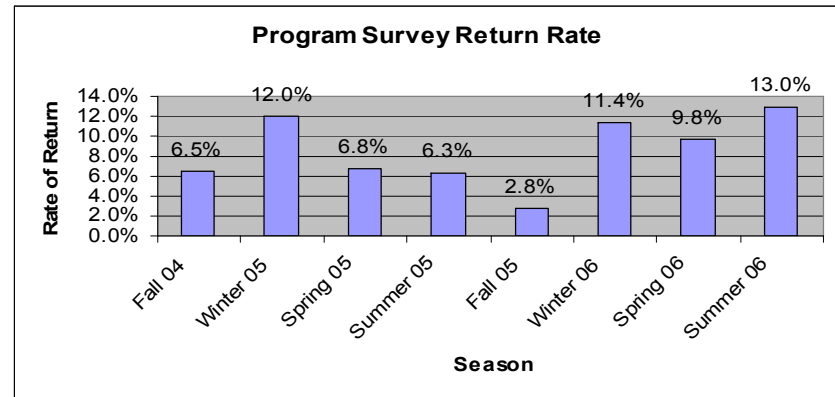
## Program Revenue - 4



# Team Performance Measures - Tools

## 2. Program Evaluation Surveys.

- Another method of judging performance in the area of program delivery is the use of user surveys. Program participants are asked to respond to an evaluation and survey about the program, the instructor, the facility, and future program desires.
- Survey results are shared with program contractors/instructors, facility managers, and administration.
- In Summary, Survey results have been positive to date while giving a direction to future programming and areas of public concern. Rate of return has increased, satisfaction rating remains high even with the addition of new programs.





## Darien Parks and Recreation Program Evaluation and Survey

Please take a few moments to fill out this form. It will be very useful to us in improving our programs.

Name of Program: \_\_\_\_\_ Session (please circle): Spring/Summer/Fall/Winter

Day of Week: \_\_\_\_\_ Time: \_\_\_\_\_

Instructor's Name: \_\_\_\_\_

### About the Program

*Please circle the appropriate  
numbered response for  
questions 1-4.*

- |  | Excellent | Good | Fair | Poor |
|--|-----------|------|------|------|
| 1. Your overall rating of program  | 4         | 3    | 2    | 1    |
| 2. Number of classes   | 4         | 3    | 2    | 1    |
| 3. Length of each class  | 4         | 3    | 2    | 1    |
| 4. Size of class (# of participants)   | 4         | 3    | 2    | 1    |
| 5. Where did you hear about the program? _____   |           |      |      |      |
| 6. How did you register for this program? (please circle)    Online    Parks and Rec. office    Mail                           |           |      |      |      |
| a. If you registered online, how would you rate your overall online experience? (please circle)                                |           |      |      |      |
|  | Excellent | Good | Fair | Poor |
| 7. Did program description adequately describe this activity?    Yes _____ No _____  |           |      |      |      |
| 8. Would you participate in this program again?    Yes _____ No _____  |           |      |      |      |
| 9. Why or why not? _____   |           |      |      |      |
| 10. If you answered "yes" to #8, how do you plan on registering?<br>(please circle)    Online    Parks and Rec. office    Mail |           |      |      |      |

### About the Instructor

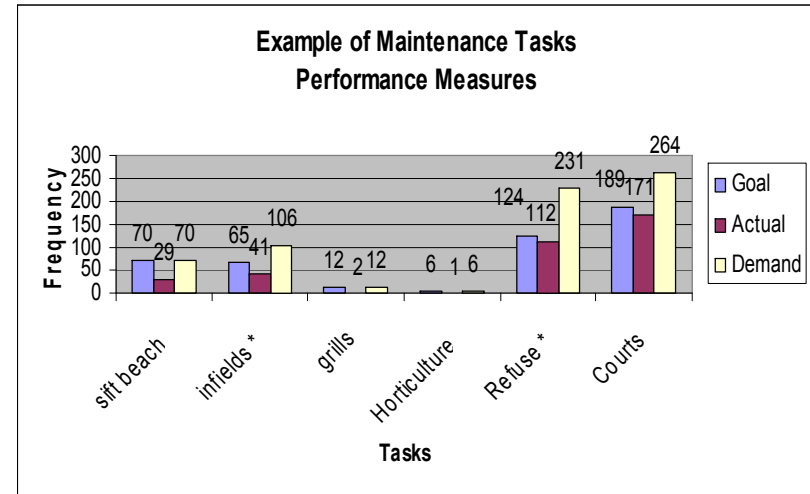
1. Did the instructor begin and end all classes promptly?    Yes \_\_\_\_\_ No \_\_\_\_\_

\*\*\*Continued on Reverse\*\*\*

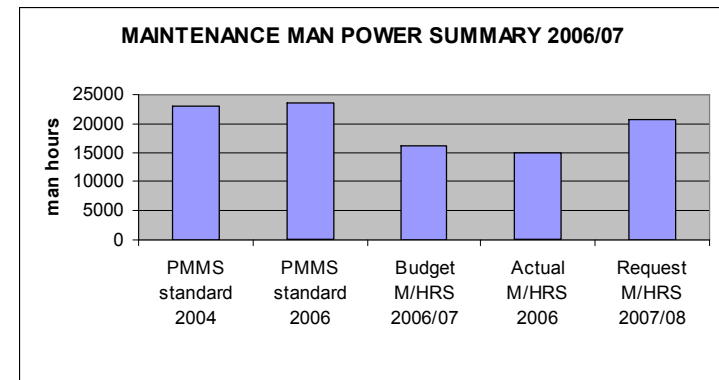
# Team Performance Measures - Tools

## 3. Maintenance Schedules

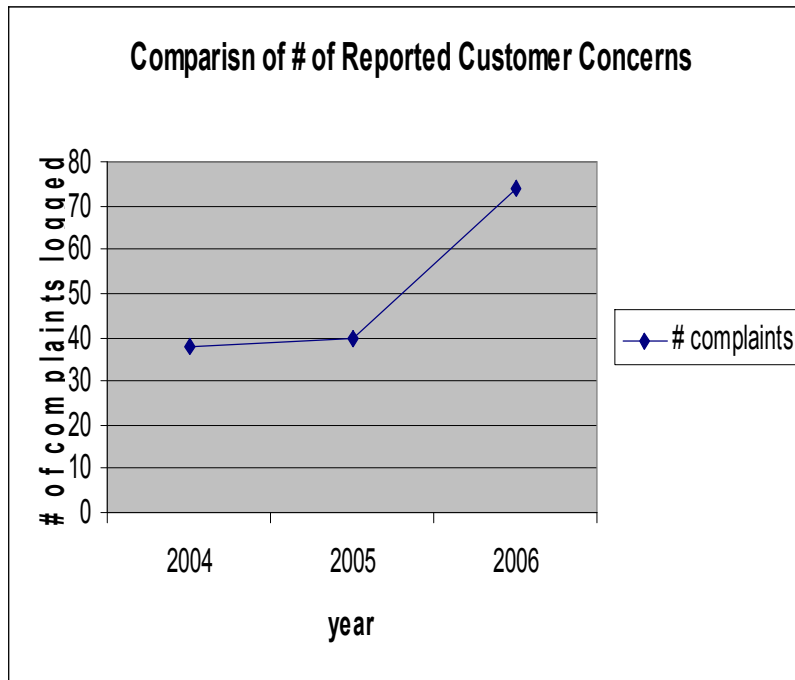
- In an effort to improve reporting on maintenance tasks, weekly scheduling and actual reporting were introduced to the maintenance dept. half way into 2004.
- This was in an effort to improve maintenance service delivery while identifying problem areas and produce better reporting to justify budget requests.
- The process has been slowly developing while attempting to gain buy in from front line personnel responsible for task assignment and reporting.
- At this time the system is not computerized but the hope is one day it will be and directly tied to our facility reservation software to achieve better site control and preparation.
- Summary of the 2006 reports demonstrates the lack of man-power to meet service goals set in 2004 in the Park Maintenance Management System (budget requests denied). Operations appear to be falling further off current service demand requests. This area will require attention in the upcoming budget if demands are to be met.



\* Indicates privatized/contractual assistance



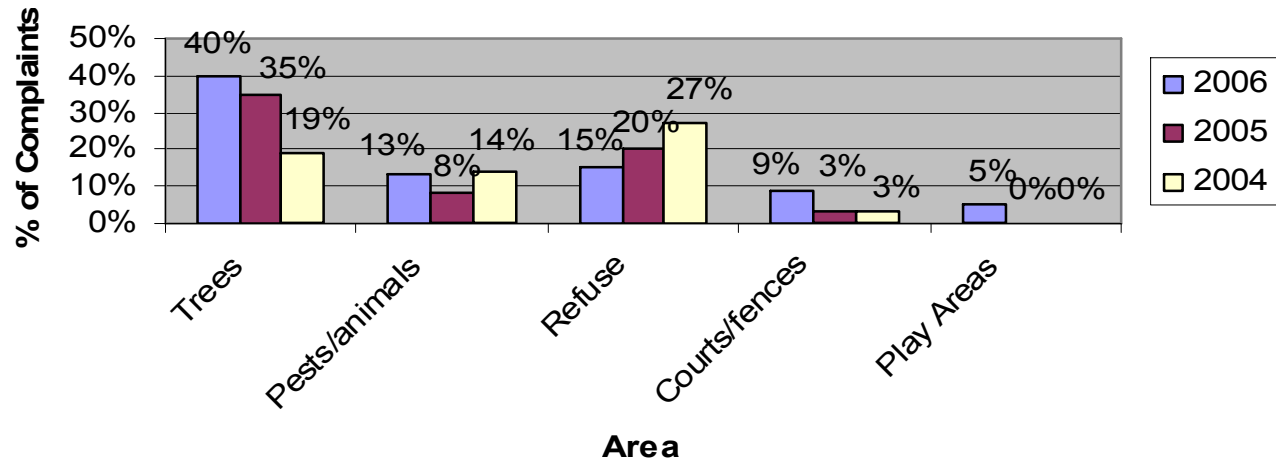
# Performance Measures - Tools



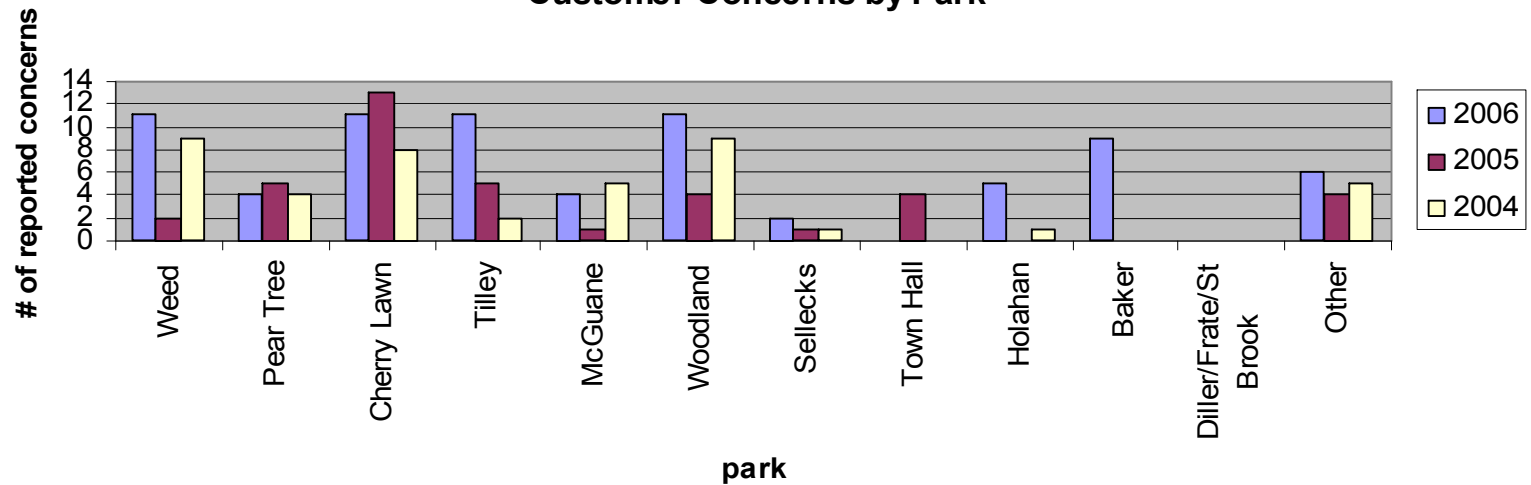
## 4. Customer Concern Log.

- An additional tool used to measure performance is the “customer concern log” kept in the office.
- The log was created in approx. 1998 to keep track of concerns and action taken.
- Heavier use of park facilities and programs has resulted in an increase of calls/complaints/concerns.
- A study of the areas of concern demonstrate areas of public demand as well as department improvements and/or weaknesses.
- Summary of a three year comparison of the log show areas of greatest concern: Trees, refuse, pests/animals, courts, and now play areas.

### Customer Concerns by Category



### Customer Concerns by Park



### III. Parks and Recreation response to the Board of Selectmen Priorities 2006



Town Hall Fields, April 25, 2003



Pear Tree Beach, Sept. 3, 2005



# Board of Selectmen Priorities 2006

## Priority: Open Space and Community Space

- Improve maintenance of parks & beaches
- Consider the Weed Beach Master Plan
- Create Pear Tree Point Beach Master Plan

## Parks & Recreation

### Commission/Department Response

- Use of maintenance schedule reports and customer concern log
- Assistance from outside organizations for field maintenance
- Presentation of Weed Beach Master Plan, formulation of building committee (in progress)
- Continue to work with Pear Tree neighbors to improve park site, improvements to existing structures
- Request funding for PT master plan fy08





# Board of Selectmen Priorities 2006



## Priority: Fiscal Responsibility

- Raise fees where applicable
- Continue to realize alternative funding for projects

## Parks & Recreation

### Commission/Department Response

- Review all fees/charges annually, hold public hearing, raise fees where applicable
- Work with organizations and individuals to raise funds for capital and operating development: **McGuane Park** – field renovations, buildings, **Cherry Lawn Park** – comforts station, field renovations **Pear Tree Beach** – plantings, chairs (pending)



# Presentation Summary

- Parks & Recreation services consists of a variety of function areas with heavy public contact (demonstrated by registration numbers and facility rentals/bookings).
- Parks & Recreation functions greatly impact the quality of life in Darien.
- Parks & Recreation continually utilize a variety of tools to survey and study service delivery (public opinion surveys, logs & records, schedules).
- Cross-understanding of task areas by all personnel as well as heavy team work are essential for the department to meet service demands.
- Areas of potential improvement exist as they do in any organization. Administrative input and feedback from elected officials is needed to determine how we respond to public service demand.

# The End



**Darien Parks & Recreation Team**

**Lifeguard Olympics vs. Stamford 2006**

January , 2007